

Norman Duncan served as a Master Sergeant in WWII and was formerly a member of the 29<sup>th</sup> Division. His management experience singled him out for a Command position as Senior NCO in the Special Services Division assigned to London Headquarters. Norman established a security and distribution plan for the Smokes for the Yanks program, a USA endeavor of the tobacco industry. In addition he was involved with the Reverse Lend Lease effort to return property to the British Government.

After the war, returning to Washington DC, he was tapped by the civil defense organization to establish the first post-war Office of Transportation. He returned to Europe for various transportation groups providing moving services for the military to establish a network of agents in the UK, France, Germany, Italy, Spain, Norway and The Netherlands. On return Norman took an assignment in Tehran, Iran to manage the American air carriers facility at the international airport, Mehrabad. This position was interrupted by the change in the local atmosphere leading to the takeover of the US Embassy requiring a hasty retreat,

On return I was appointed by President Carter to the National Defense Executive Reserve and assigned to the DOT. I was loaned to the DOD to Chair the Situation Room, planning bus and trucking transportation support at domestic military bases in the event of a national emergency.

Norman was involved with helping small business in the Greater Washington area as a turnaround specialist. He was a volunteer as the Dranesville member of the Fairfax Transportation Safety Commission and later appointed a member of the Small Business committee of the County.

Norman has at one time managed the Arlington Symphony Orchestra, a member of the American Light Opera Company management and the US representative for the Festival Orchestra of Stuttgart. He also arranged transportation for the Ballet Russe de Monte Carlo tours in the USA.

In Loudoun he has been the Broad Run member on the Transportation Safety Commission, and a member of the EDC marketing and retention committee. He has also worked on a special project for the Loudoun Symphony Orchestra. He is a firm supporter of domestic manufacturing and has written papers on what the Government should do to refurbish closed plants around the country, retrain and hire unemployed, especially minorities who are college graduates. Statistically less than one percent of American companies export, and of those companies, 58 percent sell in only one market. I am a great supporter of BUY AMERICA. Norman has been involved with civil defense now homeland security and has developed a disaster management plan to accommodate such events as Haiti and Katrina. His interest, as well as that of his cooperative wife is to serve the County business and cultural climate.

**STATE INFRASTRUCTURE REHABILITATION ENERGY  
SIRE  
Power Force Vigor Strength  
A RECOVERY PLAN**

Plan Innovation of  
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**OUTLINE**

Upgrade; improve all small towns, to be determined.  
Water and sewage upgrade.  
Connecting roadways.  
Upgrade libraries.  
Inspect repair bridges and tunnels.  
Security checks subway systems.  
Build new rolling stock for safety, subway cars.  
Reclaim and retrain white-collar unemployed in towns with closed factories.  
Reopen closed factories with a management team and a product development.  
Study needs for product manufacture to minimize imports-build at home.  
Develop overhead highways, intercity.  
Upgrade and expand schools.  
Plan and build Arts Centers.  
Black and minority unemployment back to work plans

**WHITE COLLAR PROGRAMS**

Cadre of unemployed management and project managers to develop programs.  
Improve communications in small towns.  
Encourage medical research.  
Expand computerization, as needed.  
Develop proficiency in retail marketing.  
Advertising and media.  
Plan intermodal commerce.  
Study and activate programs to minimize congestion in cities.  
Reactivate THE NATIONAL DEFENSE EXECUTIVE RESERVE  
Black college graduate employment planning

This outline is subject to further expansion. Further suggestion, re-introduce the Reconstruction Finance Corporation as a separate unit from the successor Small Business Administration.